



STRATEGIC OPERATING PLAN 3.0 (2018-2024)

CONNECTING THE DOTS IN THE RWANDAN HEALTH,
EDUCATION, YOUTH AND ECONOMIC EMPOWERMENT
ECOSYSTEMS.

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ENGAGE. EDUCATE. EMPOWER.

ABOUT OUR FOUNDER AND CHAIRPERSON



Her Excellency Mrs Jeannette Kagame
*First Lady of the Republic of Rwanda and
Chairperson of Imbutu Foundation*

The First Lady of the Republic of Rwanda, Mrs Jeannette Kagame personifies an active, relentless and passionate devotion to uplifting the lives of vulnerable populations in Rwanda; particularly those of widows, orphans of the genocide and disadvantaged families. As the nation's First Lady, Mrs Kagame has admirably balanced family, social life and philanthropy, not only in her own country but continentally, and worldwide.

Her Excellency Mrs Jeannette Kagame, is the Chairperson of Unity Club, an organization formed in 1996, made of current and former members of Government and their spouses, to promote social cohesion and work together towards the sustainable development of Rwanda.

Mrs Kagame became a founding member of the Organization of African First Ladies against HIV/AIDS (OAFLA) in 2002 and served as its President from 2004 – 2006. In 2001, she founded PACFA (Protection and Care of Families against HIV/AIDS), an initiative primarily focused on providing a holistic approach to HIV prevention and care for the whole family.

Over the years PACFA grew to embrace more programmes and in 2007, it changed its name to Imbutu Foundation. As Chairperson of Imbutu Foundation, Mrs Kagame oversees several initiatives under health, education, youth and economic empowerment.

In 2004, Mrs Jeannette Kagame became the Patron of SOS Children's Village – Rwanda, hence further advancing the protection of children's rights, through the mission of this international organization that provides family-based protective foster care for vulnerable children, while also meeting various health and socio-economic needs of communities.

Mrs Jeannette Kagame, a Paul Harris Fellow, became an honorary member of the Rotary Club of Kigali-Virunga in 2004. Her philanthropic work through the Rotary includes her active involvement in raising awareness about the polio vaccination programme, in Rwanda and abroad, while helping mobilise various stakeholders around the World Polio Day campaigns. Mrs Kagame also played an instrumental role in helping establish, in 2012, the Rotary-initiated project for the first Kigali Public Library.

In 2007, Mrs Kagame was appointed by the World Health Organization (WHO) as the High Representative of the Africa AIDS Vaccine Programme (AAVP) to ensure the active participation of African stakeholders in all areas of HIV/AIDS research and development.

In 2008, the First Lady was named Patron of the White Ribbon Alliance – Rwanda Chapter, an initiative dedicated to ending maternal and infant mortality. In 2010, the World Food Programme (WFP) appointed her as Special Representative on Child Nutrition. In 2013, she was elected Vice President of the Organization of African First Ladies against HIV/AIDS (OAFLA). She has also joined UNAIDS and LANCET as one of their high level commissioners.

Mrs Kagame serves on boards of international organizations, including Friends of the Global Fund Africa, the Global HIV Vaccine Enterprise and the Global Coalition of Women against HIV/AIDS, all in recognition of her achievements and untiring efforts.

In 2014, Mrs Kagame became an International Honorary Member of Zonta International for her contribution in changing societal attitudes about women, and improving their wellbeing beyond the national level.

Mrs Kagame holds a degree in Business and Management Science and has delivered keynote speeches at national and international fora on various themes including: leadership, economics, health, children's welfare, youth and women's empowerment, among others.

Mrs Kagame is also one of the founders of Green Hills Academy, one of Rwanda's top performing schools, which was established in 1997 to contribute to the empowerment of young people through education.

From a little over one hundred enrolled students twenty years ago, Green Hills Academy now has more than 1,500 students from diverse countries, and is the only school in Rwanda to offer the International Baccalaureate (IB) Diploma Programme, and Label France Education accreditation, helping students become more competitive at the international level.



In 2001, Protection and Care of Families against HIV/AIDS (PACFA) was established as a project under the Office of the First Lady, to mobilise resources desperately needed in the fight against HIV/AIDS. This initiative primarily focused on providing a holistic approach for dignified lives of families, including women deliberately infected with HIV/AIDS during the Genocide against the Tutsi.

Over the years, PACFA grew to embrace more programmes and in 2007, it changed its name to Imbuto Foundation to reflect its evolution and new fields of activity, through programmes in health, education, youth and economic empowerment.

Literally translated, Imbuto [eem-bu-toh] means 'seed'. At the Foundation, we believe that 'a seed well planted, watered, nurtured and given all the necessary support, successfully grows into a healthy plant; one that reaches high and stands tall.'

This vision shapes the Imbuto Foundation's current initiatives and future projects.

Shaping a Catalytic Legacy: Strategic priorities



1. Empower

Staff with the resources, tools and knowledge to have impact



2. Engage

for program and organizational autonomy, sustainability and uninterrupted impact



5. Equate

and communicate Imbuto's contribution to the prosperity of all Rwandans



3. Ensure

Holistic and user-led program design, ownership and implementation



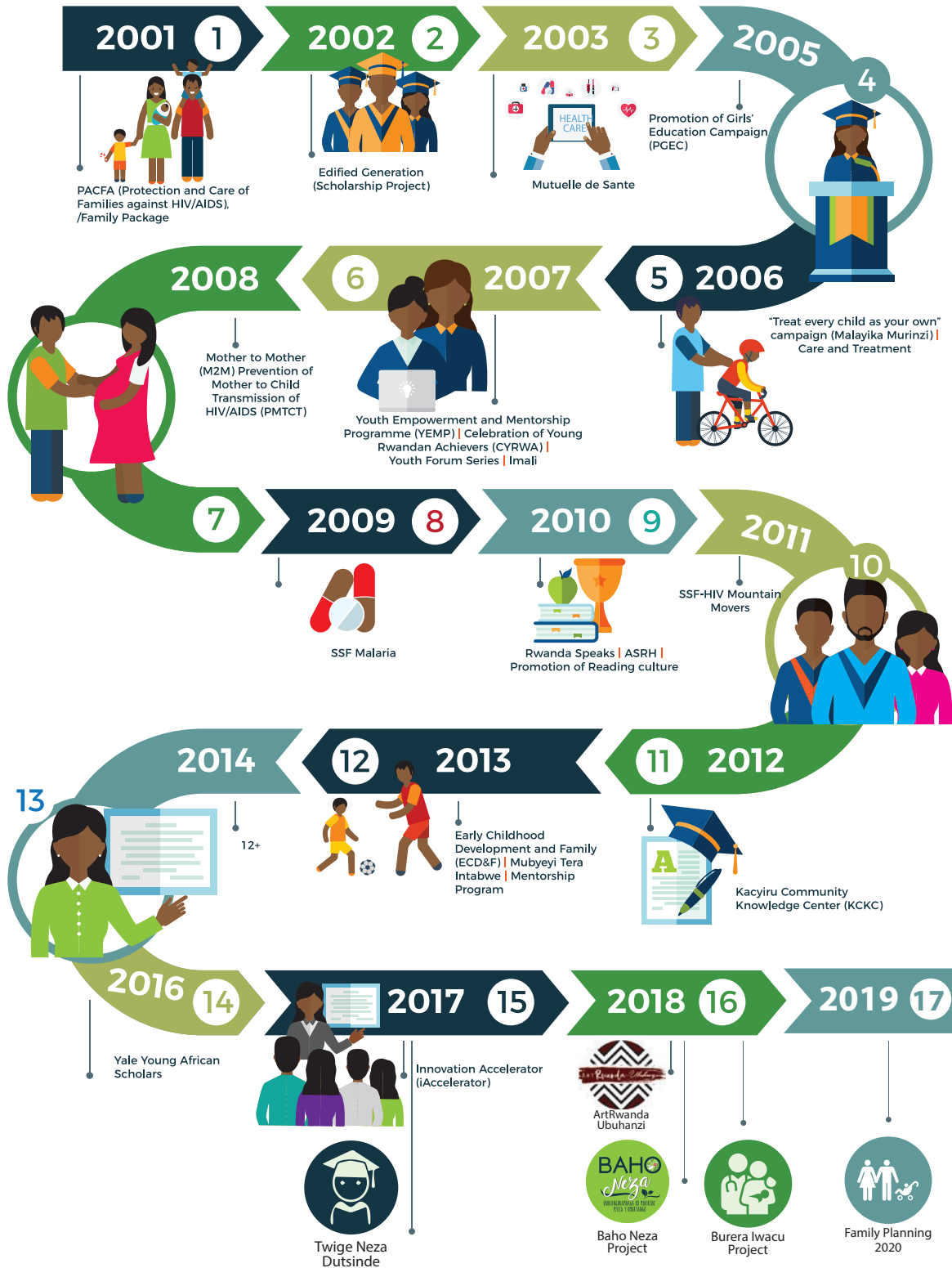
4. Execute

programs efficiently, effectively and proactively to ensure maximum impact

Our Strategic Setting

Our Journey began in 2001 with a single project; the protection and Care of Families against HIV/AIDS (PACFA), which since evolved to managing over twenty projects in health, education and youth empowerment.

Through its work, Imbuto Foundation has emerged as a trusted and committed partner of choice in Rwanda's development. Over the years, we have become an instrumental partner in addressing some of the nation's most pertinent socio-economic issues. We have established credibility with communities and partners, and are reputed as an organisation that delivers impact in an efficient and effective manner.

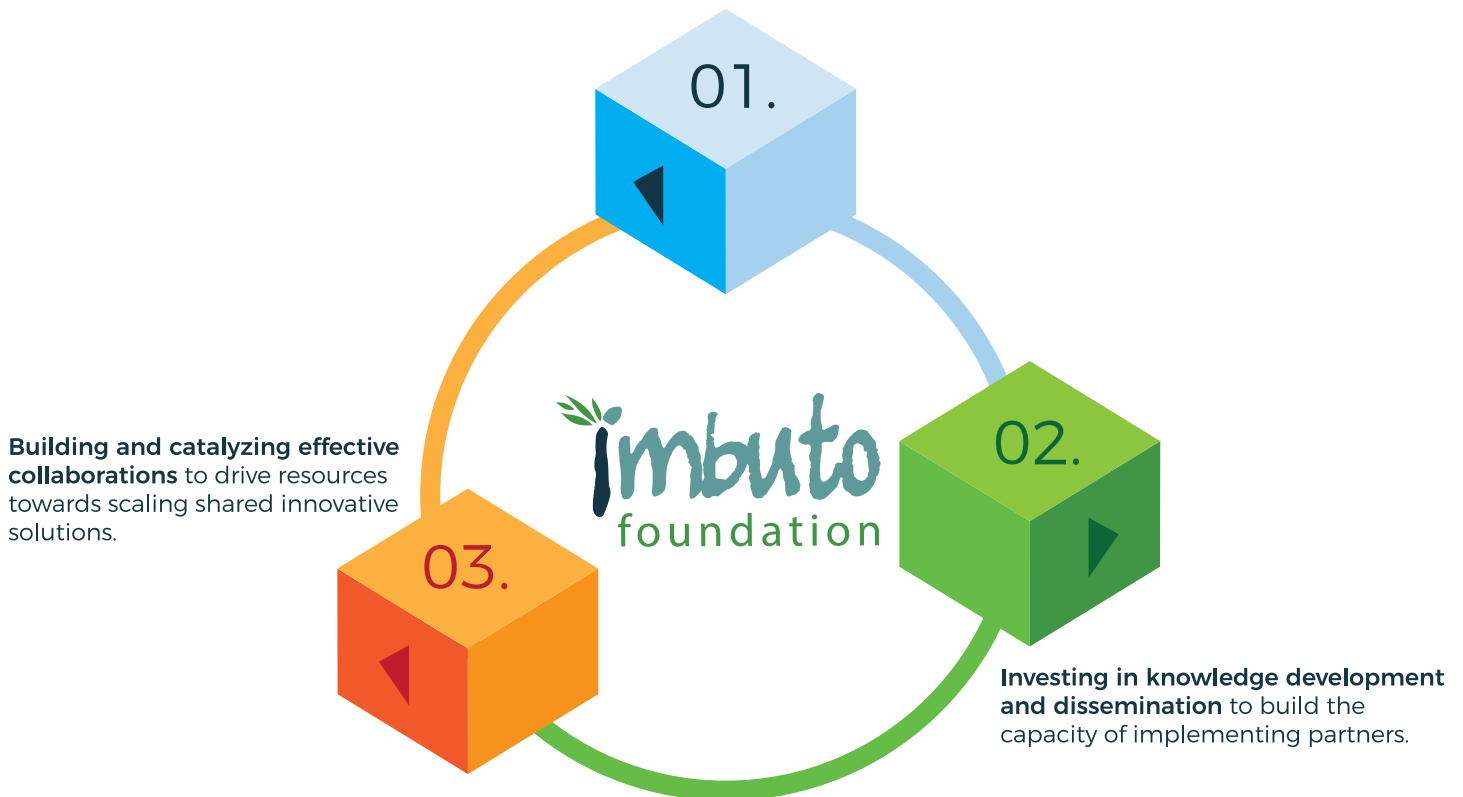


Strategic Focus

In light of our new strategy, we seek to build on our strength and experience, in order to transition from primarily being project implementers to building the capacity of and empowering community based organisations, through developing and disseminating knowledge.

Furthermore, we seek to leverage our networks to foster greater collaboration in the ecosystem within which we operate, and in doing so, influence favourable policy and attract funding in critical areas.

Supporting & Implementing targeted and innovative projects and solutions in health, education and economic empowerment.



525 YOUNG WOMEN AND MEN GENOCIDE SURVIVORS BENEFITED FROM THE MENTORSHIP PROGRAMME.

TOP **6** ARTISTS PER CATEGORY AWARDED WITH 1 MILLION RWF.

TOP **3** BUSINESS PROJECTS PER CATEGORY AWARDED WITH 10 MILLION RWF, EACH.

2,313 FEMALE AND **543** MALE BENEFICIARIES OF 37 COOPERATIVES.

32 FORUMS ORGANISED AND **138** SPEAKERS INVITED



20,614 CHILDREN
AGED 0 TO 6 YEARS OLD
ENROLLED IN ECD CENTRES.

32 FUNCTIONAL ECD
CENTRES IN 15 DISTRICTS.

191 CAREGIVERS
TRAINED IN DELIVERING
INTEGRATED ECD AND OTHER
BASIC SOCIAL SERVICES.

690 HOME-BASED ECD
ESTABLISHED (JUNE 2019).

50 LEARNING CLUBS FOR
STRUGGLING LEARNERS ESTABLISHED
IN 10 DISTRICTS.

933 BOYS AND **1080**
GIRLS SUPPORTED BY LEARNING CLUBS.

104 TEACHER MENTORS
TRAINED IN REMEDIAL LEARNING
APPROACH.

5,088 BPGS
REWARDED FOR THEIR
ACADEMIC EXCELLENCE.

257
GIRLS HAVE RECEIVED IT
TRAINING.

8,961
SCHOLARSHIPS AWARDED
TO 4,057 BOYS AND 4,904 GIRLS.

108,947 YOUTH AGED BETWEEN 16-24 WERE REACHED WITH MESSAGES ON PUBERTY, SEX AND PREGNANCY, HIV/AIDS, STIS AND CONTRACEPTIVE METHODS – THROUGH THE MOBILE FOR REPRODUCTIVE HEALTH (M4RH).

276 PARENTS SUCCESSFULLY TRAINED IN PARENTS - ADOLESCENTS COMMUNICATION GUIDE.

3,563 RECEIVED LONG ACTING REVERSIBLE CONTRACEPTIVES, 1,047 FOR SHORT TERM CONTRACEPTIVE METHODS.

739 ADOLESCENT MOTHERS TRAINED IN PARENTS - ADOLESCENTS COMMUNICATION GUIDE, POSITIVE PARENTING AND ASRH.

411 TEEN MOTHERS RECEIVED PSYCHOSOCIAL SUPPORT COUNSELING AND WERE ALSO TRAINED IN HIV PREVENTION, ASRH, FAMILY PLANNING AND PEER EDUCATION APPROACH.

18 COMMUNITY RADIOS WERE USED TO INCREASE AWARENESS ON FAMILY PLANNING SERVICES.

“ I conducted a research paper on water-born diseases in Gashora and tutored 6 grade 8 students and helped them prepare for the national exam. I also conducted a workshop at school on career guidance. ”

- Best performing Girls Awardee & Edified Generation Scholar.

Imbuto Foundation is **educating the researchers and innovators of tomorrow.**

Imbuto Foundation **empowers young people to actively engage as leaders of change.**

“ Imbuto Foundation challenged me to become more involved, to become confident and to play a role in improving the state of my community. ”

- ASRH Beneficiary

Imbuto Foundation **changes the narrative** for families and set them on a different course.

TESTIMONIALS

“ Imbuto Foundation has made us prosperous, because they taught us new skills, we now grow tomatoes and are able to process them. ”

- Imali Beneficiary

“ By bringing the ECD centre to our area and bringing the parents together, we are no longer marginalized or isolated. We have become more responsible. We have also understood the necessity of bringing forth our own contribution to the school and the overall development of our children. ”

- ECD Parent

Imbuto Foundation is **breaking the cycle of poverty by enabling vulnerable community members to learn new trades.**



OUR VISION: A nation of empowered and dignified Rwandans.

OUR MISSION: To support the development of a healthy, educated and prosperous society.

OUR VALUES: Excellence, Integrity, Innovation , Solidarity, Commitment.

Our Guiding Principles

We are guided by the following five principles, that are integral to the role we must play in catalysing growth in the education, health and youth empowerment ecosystems:

1. We invest first and foremost in people: Our mission is to empower individuals to take advantage of opportunities; fundamentally, our work needs to touch a person and consequently their communities.
2. We invest in challenges that are not being addressed by others: We like to be catalytic and sustainable. If other funding and implementing partners are adequately addressing a problem, we'll move on. If it is not being addressed we will build a sustainable way to do so.
3. We invest with partners whose values resonate with ours: We appreciate that the challenges we seek to address cannot be solved by individual action but rather by collaborative action. However, we will only work with likeminded, value driven partners.
4. We invest in solutions that lead to the achievement of national, regional and global goals: We see ourselves as partners for the development of Rwanda, the region and the world at large. We therefore align our goals with the country's National Strategy for Transformation (NST), Agenda 2063 for the Africa We Want and the Sustainable Development Goals.
5. We invest in harnessing the power of innovation and technology: Technology gives us, on a scale and speed never before possible, the opportunity to further our impact and tap into latest trends and developments.

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